Economic Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

[Original Signed]

Clint Dunford, *Minister of Economic Development*
March 23, 2005

THE MINISTRY

Our primary clients include: leaders of small and medium enterprises, large organizations, governments and communities interested in and capable of participating in a globally competitive economy.

Economic Development has staff in Edmonton and Calgary and in eight regional offices to serve the economic needs of Alberta communities. The Ministry operates international offices in China (2), Hong Kong, Japan, South Korea, Taiwan, the U.K., Mexico and Germany to facilitate access to international markets, create networks and generate a positive business climate.

Two advisory bodies, the Alberta Economic Development Authority and the Strategic Tourism Marketing Council, support the Ministry by providing advice and guidance. The Ministry also operates the Alberta Film Commission Office which is the central point of contact for film industry investors and producers considering Alberta as a location for film, television and video production. The Ministry also supports small and medium sized enterprises through the Business Link and the Calgary Business Information Centre. All of these unique relationships ensure the Ministry's goals are achieved in partnership with business and industry sectors.

VISION

Alberta is the best place in the world to live, visit and do business.

MISSION

To facilitate business and community prosperity.

CORE BUSINESSES

Core Business 1: Provide Strategic Economic Leadership and Business Intelligence

- Goal 1 - Economic growth and diversification through collaborative strategic planning and policy development
- Goal 2 - Informed industry decision-making in Alberta

Core Business 2: Increase Industry and Regional Development, Trade Promotion and Investment Attraction

- Goal 3 - Increased growth and competitiveness of Alberta's value-added sectors
- Goal 4 - Increased exports of Alberta commodities, value-added goods and services
- Goal 5 - Increased investment in Alberta
- Goal 6 - Regional economic development support to Alberta communities

Core Business 3: Facilitate Tourism Marketing and Development

- Goal 7 - Increased growth and expansion of marketable tourism products
- Goal 8 - Increased tourism visitation from targeted Canadian and international tourism markets

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to 20-Year Strategic Plan

Economic Development links closely to *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*, and the vision of a vibrant and prosperous province with strong economic fundamentals. Economic Development activities align with the opportunities outlined in the Strategic Plan:

Opportunity 1: Unleashing Innovation
Opportunity 2: Leading in Learning
Opportunity 3: Competing in a Global Marketplace
Opportunity 4: Making Alberta the Best Place to Live, Work, and Visit

Link to Medium-Term Strategies

Economic Development activities support the objectives of the following Medium-Term Strategies:

- Rural Development Strategy
- Climate Change Strategy
- Northern Development Strategy

Link to 2005-08 Government of Alberta Business Plan

Economic Development contributes primarily to goals 1 and 3, and indirectly to goal 2, of the Government of Alberta business plan:

105-04936/

GOAL 1: ALBERTA WILL HAVE A DIVERSIFIED AND PROSPEROUS ECONOMY

Economic Development provides strategic information and planning input for Alberta's economy. The Ministry facilitates a coordinated approach to address Alberta's economic challenges in collaboration with other government ministries. *Securing Tomorrow's Prosperity* endorses a more diversified and competitive Alberta. The Ministry also has ten sector teams that partner with industry clients and other stakeholders to improve the competitiveness of Alberta's industries. Sector teams were created to focus on opportunities for sector growth and development and to resolve issues within the sector that fall within the economic development mandate. The teams provide advice to the Ministry, identifying where the government can play a greater role in increasing the growth, diversification and competitiveness of the sector through policy development. The sector teams are:

- Architecture/Engineering/Construction
- Agri-food
- Petrochemicals and Refined Products
- Health and Bio-Industries
- Information and Communications Technologies
- Aerospace and Aviation
- Building Products
- Environmental Products and Services
- Industrial Machinery and Equipment
- Tourism

GOAL 2: ALBERTANS WILL BE WELL PREPARED FOR LIFELONG LEARNING AND WORK

Economic Development supports strategies related to immigration and the implementation of options to increase Albertans' participation in the workforce. The Ministry also supports strategies to develop and maintain a skilled workforce, and to address labour shortages and skills deficits in Alberta.

GOAL 3: ALBERTA'S INTERNATIONAL COMPETITIVENESS WILL BE ENHANCED

Economic Development has developed Alberta's International Marketing Strategy and targets priority markets for investment attraction, tourism and trade. It also maintains a presence in key international regions through a network of international offices, currently located in Asia, Europe and North America. The Ministry promotes the Alberta Advantage and markets Alberta internationally as a desirable location for investment and businesses, in addition to marketing Alberta's exports and company capabilities.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Despite increasing global change, Alberta's economy continues to be in a position of strength with respect to most key economic indicators. Investment levels enjoyed over the past decade have provided Albertans with the most enviable record in Canada in terms of job creation, average family income, standard of living and low overall tax burden.

Looking ahead, the challenge for Alberta will be to sustain our economic performance and to reduce the risk of economic instability by broadening and diversifying our economic base.

Fiscal discipline and strong resource revenues allowed the government to set aside sufficient financial assets by the end of 2004-05 to pay off the province's remaining accumulated debt as it matures. Alberta's overall tax regime is very competitive. Significant cuts in corporate and personal tax rates have been made over the past several years. Alberta businesses also benefit from not having to pay corporate capital taxes, payroll taxes or sales taxes on business inputs as part of our low rate, broad-based tax regime. In the last year, Economic Development also championed the elimination of the aviation fuel tax on all international flights and, today, continues to support further reductions in the corporate income tax rate as affordable.

IMPORTANCE OF INNOVATION

As a number of Albertans pointed out in their response to the "It's Your Future" survey, building a diverse, innovative economy is an important priority for the province. In an increasingly global economy, innovation is key to keeping ahead of our competitors and developing new markets, products and services. Alberta cannot simply compete as a low cost business location. A competitive business-cost environment is necessary, but not sufficient for creating globally competitive industries.

Alberta's economic success needs to be judged not only by traditional economic indicators, such as GDP and employment, but also by indicators of knowledge creation and innovation. This is because innovation – through investments in research and development, human capital, and machinery and equipment – leads to higher levels of productivity and an improved standard of living.

Innovation is essential in all sectors of the economy and a knowledge-based approach does not mean abandoning Alberta's traditional strengths. It means building more value into our traditional goods and services in order to achieve greater returns in the international export market. It is what has driven the development and growth of the oil sands industry in Alberta to become the leading new energy source in North America. Innovation has also been the driver of much of the growth and expansion of the forest products industry, and the development of new functional foods and products in the agri-food industry.

SKILLED LABOUR SHORTAGES

Another major challenge for Alberta is to ensure there are enough skilled workers to meet industry demand. Labour shortages can potentially be a major impediment to the province reaching its full economic potential. Alberta Economic Development has actively supported the provincial labour strategy, *Prepared for Growth: Building Alberta's Labour Supply*, which identifies the following three key directions: increase the skill and knowledge levels of Albertans; increase the mobility of labour in Canada; and increase the number of immigrants to Alberta.

BENCHMARKING ALBERTA'S PERFORMANCE

In a global marketplace, we must compare ourselves with the leading global economies. Benchmarking has been done by Economic Development comparing Alberta with the best in Canada, the United States and Europe. Comparison jurisdictions were chosen on the basis of their strong relative economic and innovation performance, and size and structural similarities with Alberta. Indicators were selected on the basis of their widespread use in other credible benchmarking exercises, their relevance to economic performance and innovation, and levels of data quality and availability.

By most economic indicators, Alberta has been Canada's top performer. Even within a broader context, including some of the strongest U.S. and European performers, Alberta has been an above average performer as shown in Chart 1. However, as shown in Chart 2, Alberta's innovation performance lags behind its U.S. and European competitors, as well as other provinces.

Chart 1: Economy has performed well

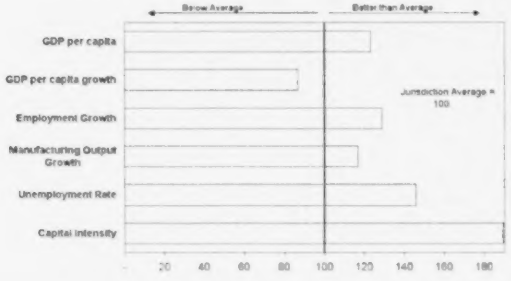
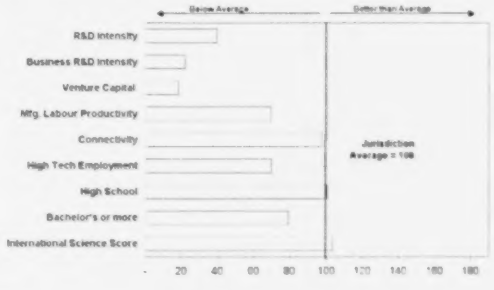


Chart 2: Innovation - more work to do ...



In *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*, part of the government's vision is that Alberta in 2025 will be a place where:

> The economy shifts toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity.

In order to achieve this, the government will need to aggressively pursue the directions set out in the province's value-added strategy – *Securing Tomorrow's Prosperity*.

This business plan recognizes the risks and opportunities that Alberta is currently facing and outlines the goals and strategies that will mitigate the risks and capitalize on opportunities.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Economic Development and Innovation Initiative

Linkage: Goal 1

Economic Development provides leadership and intelligence to strengthen Alberta's economy, an economy capable of constantly innovating and creating higher value jobs, goods and services that will sustain our prosperity and quality of life. The *Economic Development and Innovation Initiative* provides a framework to build upon existing government strategies such as the *Agriculture Growth Strategy* and *Agriculture Research and Innovation Strategy* (Agriculture, Food and Rural Development), the *Life Sciences Strategy* and *Energy Research Strategy* (Innovation and Science), *Prepared for Growth: Building Alberta's Labour Supply* (Human Resources and Employment) and *Securing Tomorrow's Prosperity* (Economic Development).

The *Economic Development and Innovation Initiative* is championed with Agriculture, Food and Rural Development and Innovation and Science. Economic Development also participates in the *Aboriginal Policy* and *Alberta Children and Youth Initiatives*, and is a co-champion for the *Leading in Learning and Skilled Workforce Initiative*.

The following are two key components of the *Economic Development and Innovation Initiative*.

Linkage: Goal 1, 3 and 4

SECURING TOMORROW'S PROSPERITY

Economic Development leads the value-added strategy, *Securing Tomorrow's Prosperity*, as a major part of the *Economic Development and Innovation Initiative*. The strategy is market driven and focused on four strategic directions, which include: enhancing Alberta's current competitive advantages; building Alberta's innovation system; growing and strengthening small and medium-sized enterprises; and focusing on priority value-added sectors. The strategy will serve to accelerate Alberta's continued transition to a broader, more diverse, innovative, knowledge-based and globally competitive economy.

Economic Development utilizes a sector team approach to promote export trade, investment, and industry development and to work closely with industry clients, associations and other agencies. We identify and address issues affecting sector markets, competitiveness and productivity in order to develop key industry growth strategies.

Linkage: Goal 6, 7 and 8

RURAL AND REGIONAL DEVELOPMENT

The *Rural Development Strategy*, led by Agriculture, Food and Rural Development with support from Economic Development, is a comprehensive approach to building a rural Alberta comprised of vibrant and sustainable communities including Aboriginal communities. Economic Development's support for Regional Economic Development Alliances will be a key component of the *Rural Development Strategy*.

2. Tourism

Linkage: Goals 7 and 8

Starting April 1, 2005, the 5 per cent Hotel Room Tax is replaced by a 4 per cent Tourism Levy. The levy funds tourism marketing and development. The funds are used to support tourism marketing and encourage the growth and expansion of marketable tourism products. Economic Development facilitates the development and improvement of both private and public sector tourism products and assets in Alberta. Marketing priorities are established in the Strategic Tourism Marketing Council's three-year Strategic Tourism Marketing Plan and Travel Alberta's marketing activities.

Tourism marketing is managed through a framework that promotes Alberta as a "must see" destination for international visitors, domestic visitors and Albertans and leverages the impact and exposure offered by films produced in Alberta. The 2005 Alberta Centennial provides an opportunity to focus advertising to increase travel in the province by Albertans, and national and international visitors.

3. International Marketing and Representation

Linkage: Goal 5

The Ministry works to expand Alberta's economy by taking advantage of the many international opportunities for Alberta goods and services. Our international marketing efforts seek to provide accurate information to our clients, within the appropriate timeframe, to assist them in making trade and investment decisions in response to international market opportunities. Economic Development strives to effectively integrate Alberta's business practices and policies with international business cultures.

In consultation with other ministries, Economic Development has prepared Alberta's International Marketing Strategy, 2005, which articulates sector opportunities and geographic markets, and sets out the government strategy to refine our international trade development and investment attraction activities.

Alberta's international offices serve clients in Alberta and in those international markets where they are located. The international offices' network supports Economic Development's three core businesses and their success contributes to the growth of Alberta's economy, the creation of new jobs for Albertans, and the promotion of the province as the best place to live, visit and do business.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide Strategic Economic Leadership and Business Intelligence

Economic Development works with other government departments and agencies, such as the Alberta Economic Development Authority and the Strategic Tourism Marketing Council, to coordinate and develop policies and strategies, and provide business intelligence that help create an environment that enhances business competitiveness and diversification.

GOAL ONE

1 Economic growth and diversification through collaborative strategic planning and policy development

What it means Economic Development monitors trends and issues that impact Alberta government policy and programs and sets a long-term strategic direction for Alberta's economic development by focusing government's overall efforts at maintaining and enhancing the Alberta Advantage.

Strategies

1.1 Lead the implementation of the *Economic Development and Innovation Initiative* and participate in other cross-ministry initiatives that influence the province's prosperity.

1.2 Lead the implementation of *Securing Tomorrow's Prosperity* with other participating ministries to support the development of competitive value-added goods and services industries.

1.3 Provide longer-term strategic input to the development of policy to support a sustainable and diversified economy in Alberta.

1.4 Collaborate with the Alberta Economic Development Authority to set out the key directions where targeted actions and strategies can produce the best return for Albertans.

1.5 Provide the skills, processes, and technology to enhance information collection and analysis, management and sharing of knowledge within the Ministry, and to support strategic consultation with our clients.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percent share of GDP in manufacturing and business and commercial services (constant 1997 dollars).	20.8	21.1	21.2	21.3

Source:
Alberta Finance

GOAL TWO 2 **Informed industry decision-making in Alberta**

What it means The Ministry is continually working to strengthen its strategic intelligence gathering and dissemination processes and capabilities to deliver timely and relevant information and intelligence to our clients.

Strategies

2.1 Utilize Economic Development's network of international and regional offices, and business contacts, to provide business and economic information in a timely fashion to support our clients in their decision-making processes.

2.2 Leverage Economic Development's Internet website, www.alberta-canada.com, as a tool to disseminate business information and intelligence to clients.

2.3 Utilize and expand the use of Economic Development's Electronic Business Intelligence Service to deliver international business intelligence and information to a broad range of business clients.

2.4 Provide information and services that assist the development and expansion of small and medium sized Alberta businesses through innovative means such as The Business Link and the Calgary Business Information Centre.

2.5 Report on the performance and prospects of the Alberta economy to facilitate business planning and budgeting.

2.6 Develop and strengthen networks to gather business intelligence internationally.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Number of visits to the website www.alberta-canada.com	635,118 (2003-04)	900,000	1,000,000	1,100,000
2.b Percent satisfied with Economic Development publications (biennial survey)	96[1] (2002-03)	n/a	96	n/a

[1] The publications survey is conducted every two years; results for the 2004-05 fiscal year are not yet available.

Source:
Economic Development

Core Business Two: Increase Industry and Regional Development, Trade Promotion and Investment Attraction

Economic Development works with Alberta business clients, communities and Regional Economic Development Alliances to identify market opportunities for expansion, trade and industry development. The Ministry markets Alberta as an attractive destination for investment, film production, locating businesses, and attracting skilled workers in targeted sectors. The Ministry provides information to companies, economic immigrants and individuals and assists them with services designed to attract them to the province.

Economic Development is also responsible for planning, organizing and coordinating Premier and Ministerial trade missions, and other international inbound and outbound missions to raise the awareness of international clients of the capabilities of Alberta's industry and to present Alberta's businesses with specific opportunities to expand their export markets.

The Ministry works closely with the Alberta Economic Development Authority in identifying priority markets for future business missions. It also develops Alberta's International Marketing Strategy that contains the Government of Alberta's plan to expand export trade and attract investment by focusing on specific international markets and key industry sectors of the Alberta economy.

GOAL THREE

3 Increased growth and competitiveness of Alberta's value-added sectors

What it means The Ministry works to make Alberta globally competitive in priority sectors by promoting measures and initiatives to improve company innovation and productivity. As identified in *Securing Tomorrow's Prosperity*, these priority sectors are:

- Energy Technologies and Services
- Value-added Energy Products
- Agri-food
- Building/Wood Products and Services
- Information and Communication Technologies
- Health and Bio Industries
- Environmental Technologies and Services
- Tourism

Strategies

3.1 Utilize Economic Development's sector teams to encourage industry growth and build market presence in Alberta's priority sectors.

3.2 Encourage the development, acquisition and application of business improvement practices through:

- Providing industry's access to technology commercialization and adoption programs, and
- Assisting Alberta companies to match capabilities to market opportunities.

3.3 Promote and develop partnerships, networks and alliances to expand capabilities and improve competitiveness.

3.4 Undertake initiatives to support industry innovation, technology adoption and productivity.

3.5 Work with industry to establish a vision for long-term growth.

3.6 In collaboration with other ministries, support implementation of policy recommendations to encourage innovation in Alberta.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Manufacturing shipments ($billions) – Annual value of all manufacturing shipments by Alberta companies within Alberta, and to other provinces and countries.	45.8	52.7	55.3	58.1
(% change)	5.0	1.0	5.0	5.0

Source:
Statistics Canada

GOAL FOUR 4

Increased exports of Alberta commodities, value-added goods and services

What it means The Ministry facilitates exports in manufactured products and professional, scientific and technical services to target markets.

Strategies

4.1 Provide strategic and competitive intelligence, market information, and knowledge to support companies in identifying and accessing market opportunities within global target markets.

4.2 Encourage the development of capabilities, products and services of export-ready Alberta businesses in international markets.

4.3 Support market entry for Alberta exporters by showcasing Alberta abroad.

4.4 Support Alberta companies pursuing capital projects financed by International Financial Institutions.

4.5 Promote and develop partnerships with appropriate government agencies (federal, provincial and municipal) to effectively leverage Ministry resources in assisting Alberta companies to increase their export trade capabilities.

4.6 Reinforce market presence in industries where Alberta is internationally established, such as oil and gas and agri-food products, and enable market penetration of closely related sectors, such as engineering services or environmental goods and services.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Manufacturing and service exports ($billions) – The value of Alberta's international exports of manufactured goods and services.	20.6	24.5	26.0	27.6
(% change)	(5.9) (2003)	2.9	6.0	6.0
4.b Percent satisfied with the services of international offices (biennial survey).	92.5[1] (2002-03)	n/a	92.5	n/a

[1] The client survey for international offices is conducted every two years; results for the 2004-05 fiscal year are not yet available.

Sources:
4.a Statistics Canada
4.b Economic Development

A new performance measure has been developed for this goal: *percent satisfied with support provided to outgoing trade shows and missions* (biennial survey). A question asking overall satisfaction was introduced to the survey in 2004-05; results are not yet available.

GOAL FIVE

Increased investment in Alberta

What it means The Ministry works with individuals and companies to secure new domestic and foreign investment for Alberta, with a specific emphasis on priority economic sectors. The Ministry also facilitates the attraction and retention of economic immigrants (skilled workers and business entrepreneurs).

Strategies

5.1 Market Alberta as an attractive destination for investment to targeted companies, capital investors and economic immigrants (skilled workers and business entrepreneurs).

5.2 Target international companies within priority sectors and global markets for new or expanded investment in Alberta.

5.3 Use an enhanced Provincial Nominee Program to help address skilled worker shortages that impede industry growth and market Alberta as a destination for economic immigrants.

5.4 Target key domestic and international individuals who make critical investment and trade decisions.

5.5 Collaborate with private and public sector agencies to effectively leverage Ministry resources.

5.6 Market and promote Alberta as an attractive location for film production and investment.

5.7 Work with Alberta communities to generate investment opportunities and service investment needs.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Manufacturing and service industry investment ($billions) – The value of new capital expenditures on construction, machinery, and equipment in Alberta's manufacturing and service industries.	10.9	12.0	12.7	13.5
(% change)	(2.2)	6.0	6.0	6.0

Source:
Statistics Canada

GOAL SIX

Regional economic development support to Alberta communities

What it means Economic Development supports goal four of the *Rural Development Strategy* to ensure that rural Albertans contribute to and benefit from a diverse, sustainable and prosperous economy. The Ministry also contributes to the work of Regional Economic Development Alliances (REDA) across Alberta.

Strategies

6.1 Support the ongoing development and operations of the Regional Economic Development Alliances throughout Alberta which includes developing strategic plans and annual operating plans, and supporting regional economic development.

6.2 Provide information and advice to other regional partnerships and community economic development projects, including assistance to communities suffering from major economic setbacks (e.g., plant closures, natural disasters).

6.3 Strengthen community economic development capacity within Alberta through partnerships with the Economic Development Association of Alberta, AlbertaFirst.com and others.

6.4 Encourage participation of Aboriginal communities and organizations in Regional Economic Development Alliances and other regional initiatives.

6.5 Provide business and planning information to assist Aboriginal entrepreneurs.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Number of Alberta communities participating in regional economic alliances and partnerships	238	250	255	255
6.b Percent of REDA board members satisfied with Economic Development staff.	85	86	87	88

Source:
Economic Development

Core Business Three: Facilitate Tourism Marketing and Development

The Ministry facilitates the development of the tourism industry and marketable tourism product by undertaking research, representing tourism industry interests in policy and planning initiatives and providing information to industry that helps to position new and enhanced tourism products in Alberta.

Tourism marketing priorities are developed through the Strategic Tourism Marketing Council's three-year plan and delivered by the Travel Alberta Secretariat.

GOAL SEVEN

Increased growth and expansion of marketable tourism products

What it means The Ministry facilitates the development of tourism products and the tourism industry.

Strategies

7.1 Work with industry and stakeholders to reduce impediments to tourism growth, and ensure a policy and regulatory environment that is supportive of tourism development.

7.2 In cooperation with Community Development, encourage a more active role in the tourism industry for Provincial Parks/Recreation Areas and historical sites including private sector business opportunities that are compatible with the size and management intent of the site or facility.

7.3 Provide advisory services, expertise and information to existing tourism operators, start-up proponents and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.

7.4 Facilitate and attract investor/entrepreneur interest and investment in Alberta's tourism industry.

7.5 Support the expansion of the tourism industry through development of new and enhanced destinations and products (including Canadian Badlands, Grande Cache area and Alberta Dinosaur Trail, and Film Tourism).

7.6 Work with First Nations and Metis interests and communities to develop Aboriginal tourism product; establish the Aboriginal Tourism Advisory Committee to provide guidance in this initiative.

Performance Measure

A new performance measure has been developed for this goal: percent satisfied with services related to tourism development. This performance measure was introduced in 2004-05. Baseline date will be collected at the end of the fiscal year, which will be used to determine targets for future years.

GOAL EIGHT

8 Increased tourism visitation from targeted Canadian and international tourism markets

What it means The Ministry, through Travel Alberta, develops and implements marketing programs that heighten awareness of Alberta as an attractive destination for tourism.

Strategies

8.1 Develop and partner marketing programs in Alberta, domestically and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council.

8.2 Deliver tourism marketing support services to influence travel behaviour through:

- Information dissemination and travel counseling through the Travel Alberta Contact Centre and Visitor Information Centres;
- Supporting community and regional visitor information centres through the Alberta Visitor Information Program (including the provision of customer service and travel counselor training tools);
- Administration and coordination of the Tourism Information System that supports the Travel Alberta Contact Centre, Visitor Information Centres, the TravelAlberta.com website, and publications;
- Providing tourism research to assist industry decision-making;
- Maintaining a visual images library, accessible to the industry;
- Maintaining and enhancing an effective, customer-focused Alberta tourism website; and
- Supporting the development of publications and website content.

8.3 Work with Community Development to maximize the celebration of Alberta's Centennial through joint marketing and advertising.

Performance Measures	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
8.a Total tourism revenue ($ billions)[1]	4.3	5.0	5.2	5.5
8.b Effectiveness of Tourism Marketing				
• Total enquiries to Travel Alberta (millions)				
– Visits to TravelAlberta.com, enquiries to the Travel Alberta contact centre and other methods of contact	1.5	2.2	2.3	2.4
8.c Tourism information and counseling				
• Percent satisfied with experience with Travel Alberta visitor information centres	98	98	98	98

[1] The annual value of all tourism industry revenues in Alberta, including expenditures by residents and non-residents.

Sources:
8.a Statistics Canada
8.b Economic Development
8.c Economic Development

In addition to performance measure 8.c above, two new performance measures have also been developed for Tourism information and counselling:

- *Percent satisfied with counselling received at the Travel Alberta contact centre.* A new question regarding overall satisfaction was included in the survey for 2004. Results are not yet available.
- *Percent satisfied with the TravelAlberta.com website.* A new question regarding overall satisfaction has been included in the survey for 2005.

CORPORATE SERVICES

The Ministry's core businesses are supported by an infrastructure of essential services that assist Ministry staff and facilitate business processes. Corporate services include business planning and knowledge management, strategic planning, information management, information technology, human resources, communications, and finance and administrative services. Key responsibilities include:

- Providing the skills, processes and technology to enhance the compilation of information, management and sharing of knowledge within the Ministry, and to support strategic consultation with our clients;
- Providing reliable, secure information technology services to meet the business needs of the Ministry, including the international offices, and during employee travel;
- Providing comprehensive human resource programs that influence corporate cultural changes to ensure the availability of people with the skills the Ministry requires to achieve current and future organizational and business plan goals;
- Implementing the Ministry's performance measurement framework;
- Maintaining, updating and exercising a business continuity plan to ensure timely continuation of essential Ministry business activities and functions in the event of a major disruption affecting Ministry operations;
- Ensuring that the implementation of the Ministry's information technology is aligned with government-wide standards and architectural direction; and
- Providing accurate and timely financial information to meet the needs of the Ministry and legislative reporting requirements, as well as ensuring proper controls are in place to safeguard the Ministry's assets.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Provide Strategic Economic Leadership and Business Intelligence	6,252	6,456	6,742	6,780	7,059	7,044
Increase Industry and Regional Development, Trade Promotion and Investment Attraction	27,954	24,364	24,890	28,053	30,974	31,384
Facilitate Tourism Marketing and Development	23,994	26,689	26,377	44,917	49,467	52,322
MINISTRY EXPENSE	58,200	57,509	58,009	79,750	87,500	90,750

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	14,100	14,100	14,100	-	-	-
Other Revenue	60	100	100	120	120	120
MINISTRY REVENUE	14,160	14,200	14,200	120	120	120
EXPENSE						
Program						
Ministry Support Services	4,439	4,812	4,812	4,895	4,895	4,895
Industry and Regional Development, Trade and Investment	25,760	22,325	22,825	26,331	29,241	29,691
Tourism Marketing and Development	22,111	24,189	24,189	42,160	46,700	49,500
Strategic Economic Leadership and Business Intelligence	5,761	6,183	6,183	6,364	6,664	6,664
Valuation Adjustments and Other Provisions	129	-	-	-	-	-
MINISTRY EXPENSE	58,200	57,509	58,009	79,750	87,500	90,750
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(44,040)	(43,309)	(43,809)	(79,630)	(87,380)	(90,630)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	14,160	14,200	14,200	120	120	120
Inter-ministry consolidation adjustments	(14,100)	(14,100)	(14,100)	-	-	-
Consolidated Revenue	60	100	100	120	120	120
Ministry Program Expense	58,200	57,509	58,009	79,750	87,500	90,750
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**58,200**	**57,509**	**58,009**	**79,750**	**87,500**	**90,750**
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(58,140)	(57,409)	(57,909)	(79,630)	(87,380)	(90,630)